

2016 - 2017 MARKETING PLAN



VISIT
SANTA BARBARA
THE AMERICAN RIVIERA®





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Welcome



Santa Barbara is an incredibly special place, one that has cultivated a powerful connection with travelers for over a century. The South Coast is a must-see and do destination. We excel in experience and hospitality in an increasingly competitive global market. We continue to innovate while honoring the deeply rooted history, geography and singularity that has landed us so prominently on the map. However, our hospitality industry makes its most notable impact here at home.

The travel and tourism sector continues to be a driving force behind Santa Barbara County's economy. In 2015, leisure and hospitality workers totaled 29,000, up from 24,000 the year before, according to UCSB's Economic Forecast Project. (Compare that to 4,600 workers in the tech industry, 20,000 in retail and 20,000 in farming.) Annual spending by travelers to the South Coast totals more than \$1.5 billion and generates more than \$45 million in yearly tax revenues, according to Destination Analysts, a tourism market research firm.

This is a result of a dynamic effort that includes everyone here at Visit Santa Barbara, the local hospitality businesses that are so dedicated to success, and a statewide understanding that California is at its best when shared. The 2016-17 fiscal year promises to be our most exceptional yet, generating positive results across the board. We invite you to read through our road map for success in the year to come.

Sincerely,

Kathy Janega-Dykes
President/CEO





Photo: Gabriela Herman

ABOUT VISIT SANTA BARBARA

Visit Santa Barbara (VSB) is a non-profit 501(c)(6) organization jointly funded by the City of Santa Barbara, the County of Santa Barbara, the South Coast Tourism Business Improvement District (TBID) and by a membership of hospitality-related businesses.

Our Board of Directors is comprised of business owners and professionals who have the experience and willingness to serve the community beyond the scope of their demanding work schedules. Their volunteer responsibility includes steering company policy, building relationships with local government, interpreting the needs and interests of the community to the organization and staff and determining the future course of Visit Santa Barbara.

MISSION

The primary mission of Visit Santa Barbara is to enhance the economies of the City of Santa Barbara, South Coast communities and Santa Barbara County areas through tourism marketing that increases business revenue, tax revenue and creates jobs.

VSB is committed to promoting and elevating Santa Barbara's position as a world-class destination for leisure and business travel. As one of Santa Barbara's largest industries, VSB further serves to ensure tourism continues to contribute locally on a large scale, thereby enhancing the quality of life for all who live, work and play here.

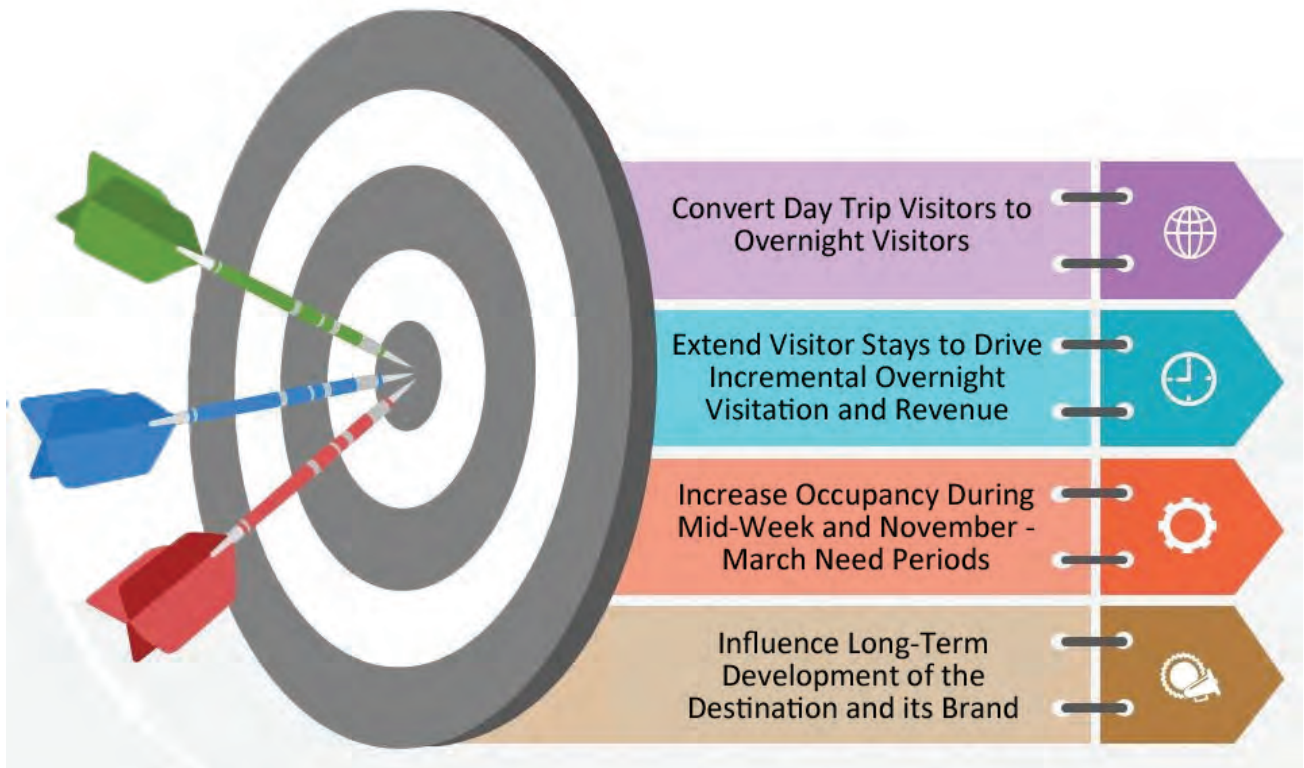


PLAN PROCESS

In an effort to develop a community based plan, VSB hosted a marketing plan workshop earlier this spring to initiate the planning process. Stakeholders and hospitality members were invited to participate and provide input to the VSB team with the primary goal of identifying key destination objectives to help guide development of the FY 16/17 marketing plan. The hosted workshop covered topics including travel trends, destination development and community issues, visitor demographics/behaviors and branding.

The productive feedback and ideas generated led to the identification of the following primary goals for VSB:

KEY OBJECTIVES FOR FISCAL YEAR 16/17:



Department plans have been crafted with these objectives in mind to ensure a common vision, voice and consistency in all that we do. To allow for adjustments to changing market conditions, select marketing plan objectives and/or tactics may change throughout the year.

It should also be noted that since VSB recently underwent an advertising agency review, marketing specific initiatives, tactical and cooperative partnership programs will be published as a supplement to the plan later this year.

An aerial photograph of a coastal town, likely San Diego, showing a dense residential area with many palm trees and houses. In the background, a large harbor is filled with numerous sailboats and yachts, with a long pier extending into the blue ocean. The sky is clear and blue, and distant mountains are visible on the horizon.

Facts, Figures & Forecasts

IMPACT OF TOURISM

Tourism in Santa Barbara is a key economic sector that delivers revenues, employment and tax benefits. It has long been an important part of the region's economic development strategy. Tourism for the Santa Barbara South Coast generates 6.1 million visitors, \$45.8 million in annual tax revenues, and \$1.5 billion in visitor spending, which translates into tax savings for households in the region.



6.1 Million

Visitors to the Santa Barbara South Coast



\$1.5 Billion

In Visitor Spending



\$45.8 Million

Tax Revenues

\$850 Million

Total spending by visitors who stayed in paid lodging



12,000

Tourism-supported jobs

\$832

Tax benefit per South Coast home



Source: Destination Analysts, SB South Coast Visitor Profile Study 2013



Photo: Gabriela Herman

REGIONAL HIGHLIGHTS

VSF is happy to share the following destination highlights, developments and product offerings which will help drive additional awareness/interest and visitation to the Santa Barbara South Coast.

The launch of American Airlines new nonstop flight from Dallas Fort-Worth to Santa Barbara.	The Santa Barbara Visitors Center opened a new kiosk that provides visitors 24/7 access to information.
New hotel inventory including Marriott Residence Inn, opening soon in Goleta, and Hilton Garden Inn. Santa Barbara Inn will open summer 2016.	The launch of MOXI, The Wolf Museum of Exploration + Innovation in SB and the first ever ice skating rink, Ice in Paradise in Goleta.
Development of new festivals and events (Santa Barbara 100, FestForward, International Wine Film Festival and Santa Barbara Acoustic Instrument Celebration) that impacted visitation and economic vitality.	A local partnership, including Visit Santa Barbara, the Santa Barbara Chamber of Commerce, the Goleta Valley Chamber of Commerce, the Santa Barbara Airport and others, made a concerted effort to work on air service development.
Completion of Phase Two of the bridge enhancement project along Cabrillo Boulevard and lower State Street, with Phase Three expected to be completed in spring 2017.	The pending completion of La Entrada to the lower State Street area. Once completed, it will feature 123 rooms, over 20,000 square feet of retail space, and paseos.
Craft breweries proliferated, with the arrival of M. Special Brewing Co., Brass Bear Brewing & Bistro, Third Window Brewing Co. and Draughtsmen Aleworks.	The Mill complex along Laguna and Haley streets (featuring a winery, barbecue restaurant and brewery) brought attention to the emerging SoCo neighborhood.
The U.S. National Park Service centennial and airing of “West of the West” documentary on PBS, which brought attention to Channel Islands National Park.	



Photo: Gabriela Herman

SANTA BARBARA LODGING FORECAST

Santa Barbara has experienced a significant increase in occupancy, average daily rate (ADR) and revenue per available room (RevPAR) since 2011, making it one of the strongest performers among its competitive set. For year-end 2015, Santa Barbara County achieved record-breaking ADR, RevPAR and revenues.

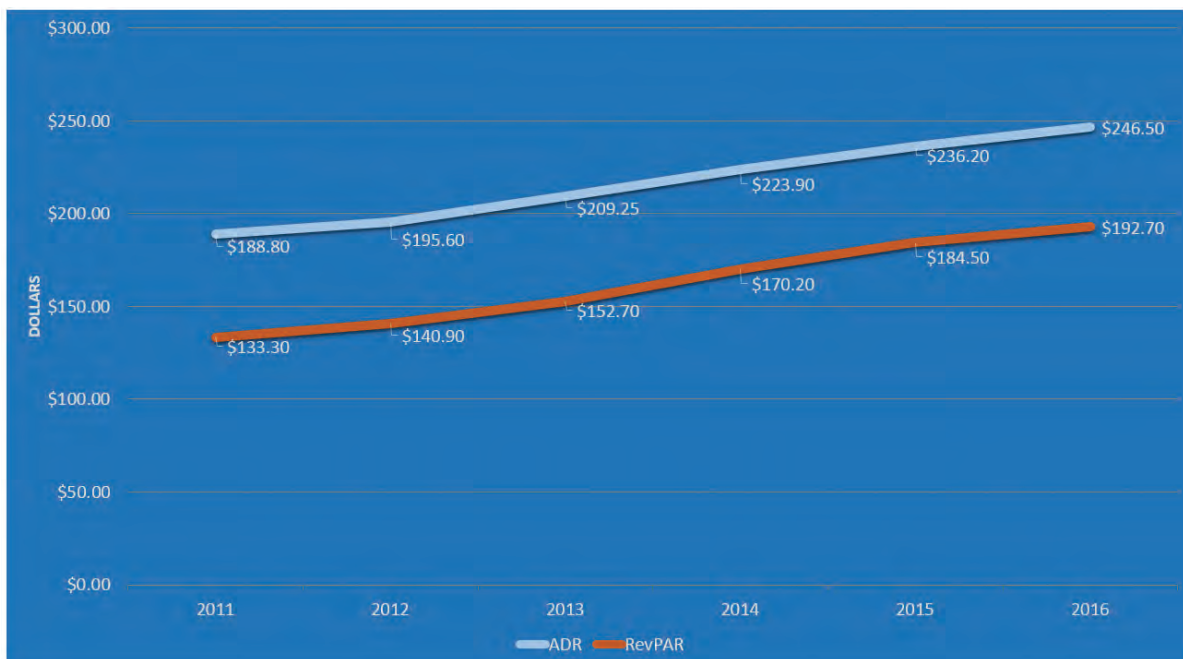
However, the Southern California market has become increasingly competitive and we may be nearing a plateau. While occupancy gains may be challenging in 2016, it is anticipated that both Average Daily Rate and RevPAR will see an increase.

Santa Barbara 2016 Occupancy Forecast



Source: Smith Travel Research

Santa Barbara 2016 Average Daily Rate (ADR) & RevPAR Forecast



Source: Smith Travel Research

VSB 15/16 HIGHLIGHTS BY THE NUMBERS

Visit Santa Barbara is pleased to share the following successes from FY 15/16, all aimed at driving awareness, consideration and ultimately, visitation to the Santa Barbara South Coast.



Marketing Strategy





CUTWATER

Earlier this year, VSB selected Cutwater SF as advertising agency of record. While preliminary research, creative platform and media plan development are still underway, their strategic approach will be grounded on two principles:

#1. Communications and messaging will hinge around Santa Barbara's unique Brand Point of View on the world – the emotional truth that makes Santa Barbara unique.

VSB's campaign will highlight what makes Santa Barbara different – what it feels like to be in Santa Barbara and what visitors will feel and experience while they are visiting and afterwards.

The emotional truth we want to convey and what Santa Barbara can uniquely deliver:

"The Best Vacations Don't Just Relax You, They Revive You"

This brand point of view will be at the crux of almost every piece of communication this year.

#2. Maximize the impact of every dollar.

VSB is a smaller player, budget-wise, competing in a highly competitive space. We, therefore, need to adopt an operating principle of:

FEWER, BIGGER, BETTER: We will ensure that we stretch our budget as much as possible by focusing on what will have the biggest impact on our business goals.

Primary Objective: Increase overnight bookings, the most efficient way to increase revenue for all VSB constituents

Secondary Objective: Drive day visitors to convert to overnight

GEOGRAPHIC FOCUS

In order to meet our objectives we need to shift priority of who we target, organizing around targeting consumers that have highest propensity to stay overnight in Santa Barbara.

Based on our analysis, we have developed the following target prioritization for FY 16/17:

1. The Long Drive Market
(specifically Northern California)
2. Fly markets – focus on key routes:
Norcal, Pacific Northwest
(including Vancouver and other international destinations)
3. Dallas, our newest fly market
4. The Short Drive Market
(specifically Southern California)



OUR AUDIENCE

Using syndicated research, we have a deep demographic understanding of our “Bullseye” target:



PEOPLE: 25 - 44 YEARS OLD

HOUSEHOLD INCOME: >\$100K

**LIVES IN CALIFORNIA AND
HAS TRAVELED DOMESTICALLY
WITHIN THE LAST 12 MONTHS.**



From a shared psychographic perspective, we know a lot about this audience. To summarize: *Our audience is juggling pressures of career and family, with the excitement of tomorrow, and believe that relaxation should be a multi-dimensional experience.*

MESSAGING ARCHITECTURE

Cutwater's research to date has identified that a key competitive advantage is the sheer variety of activities available to visitors of Santa Barbara.

To leverage this most effectively, we need to leverage an emotional truth about Santa Barbara and use that as the umbrella platform/idea to both drive overall brand communication and provide context to pillar-specific (activity-specific) communication.

Our emotional truth for Santa Barbara:

"The Best Vacations Don't Just Relax You, They Revive You"

This will be the backbone of the campaign and will act the strategic umbrella over all of the pillars / reasons-to-believe for Santa Barbara.

Point of Emotional Resonance: what unites all audiences; the emotional benefit of Santa Barbara.

Pillars: Outdoor & Recreation, Food & Libations, Arts & Culture, Wellness



MARKETING CHANNEL STRATEGY

Cutwater plans to keep proven channels at the core of VSB's media, while adding experimentation as necessary.



Always on Paid Search: This is the bread and butter channel to meet our goal collecting lowest funnel users with the highest potential to convert to visiting Santa Barbara.

Baseline Brand: Executed through display and retargeting, these will be hard hitting pieces of communication designed to drive conversion using messages around the Santa Barbara experience and the emotional connection visitors can build with Santa Barbara.

Pillar Focused: To drive conversion among those whose interests we can identify, we will deliver messages that align with said interests. This will be a secondary tactic to baseline brand activity, employed when the CPM and probability-to-convert are aligned.

Incremental to Drive Opportunistic: This bucket will drive visitors by focusing on a specific event either planned (i.e. Wine Festival, Film Festival, First Thursday), or opportunistic (i.e. Record breaking rain in February, Big non scripted TV show has an offseason SB feature, Bad start to skiing in the Sierras), or high-impact co-op opportunities. This is also the portion of the budget to jump start conversions should we need to rapidly increase visitors.

Experimentation and Optimization Plan:

To help take a quantitative approach to outstanding questions and help provide focus throughout the year, Cutwater will employ best practice procedures for experimentation and optimization of messaging and media mix. That way, in this world of performance driven thinking and expansive measurement, we can have empirical evidence to steer our decision-making.



Looking ahead, VSB is working with Cutwater to launch new creative in Q2, 2016. Additional details including marketing specific initiatives, tactical and cooperative partnership programs will be published as a supplement to the plan later this year.



A full-page photograph of a person paragliding over a vast, deep blue ocean. The sun is a bright, glowing orb in the upper left corner, casting a shimmering reflection across the water's surface. The sky is a clear, vibrant blue. The paraglider, with a large orange and red canopy, is positioned in the center of the frame. In the distance, a low, hazy horizon line separates the sea from the sky.

Tactical Plans

MARKETING

Department Overview

The VSB Marketing Department promotes Santa Barbara through paid, owned and earned channels including digital & print media, broadcast, social media, experiential marketing, content marketing, and more. The Marketing Department oversees the VSB ad campaign, the Santa Barbara brand and collaborates with all departments to ensure a seamless and consistent voice.

BRANDING, ADVERTISING & PROMOTIONS

Objective 1:

Increase awareness and consideration of Santa Barbara as a world-class destination for leisure and business travel

STRATEGIES:

- Develop a new, strategic ad campaign and targeted media plan via VSB's new agency of record (AOR) to effectively and efficiently reach key audiences.
- Produce collateral and compelling content that serve to differentiate Santa Barbara from other California coastal destinations – and that speaks to the unique variety of visitor activities the destination offers.
- Partner with Visit California, Brand USA and other strategic entities to stretch marketing dollars and extend reach.
- Leverage paid media spend through earned public relations programs.
- Ensure consistent positioning and messaging across all communication tactics – including traditional and non-traditional advertising, publishing, social media and public relations efforts.

SUCCESS METRICS:

- Advertising impressions.
- Unique website visitors and social media engagement/followers.
- Visitor Guide and e-newsletter conversions.
- Other key performance indicators as developed by VSB's new agency of record.



Objective 2:

Drive incremental overnight visitation and revenue

STRATEGIES:

- Develop tactical programs, tailored messaging and promotions during need periods (Q2, Q3 and mid-week) specifically focused on driving incremental overnight visitation.
- Evaluate and prioritize drive vs. fly target markets to focus media investments on those markets that have a higher propensity for overnight stays.
- Explore partnerships and collaborate with select drive market destination marketing organizations on strategic programming/promotions to capitalize on visitors traveling through the area.
- Explore development of new materials and messaging to reach primary bullseye target.
- Work with hoteliers, restaurants and area attractions to create unique multi-day packages; push out content through paid media, email communications and social media.
- Position Santa Barbara as a return visit destination to the cruise ship market.
- Explore nimble advertising solutions that allow for quick adjustments to creative and messaging based on occupancy trends and transient occupancy tax collections.
- Provide marketing services and solutions that enhance the visitor experience and thereby, encourage and solicit sharing with friends, family and influencers.



SUCCESS METRICS:

- Benchmark and track activity, engagement and redemption of executed programs, packages and promotions.
- Benchmark and track increase patterns in transient occupancy tax collections and hotel occupancy during Q2, Q3 and mid-week.

Objective 3:

Effectively position Santa Barbara as a premier destination for group business and film production.

STRATEGIES:

- Work with new AOR to evaluate paid media options and creative development/messaging.
- Explore development of new and updated sales tools, including trade show booth design & activations, destination videos and collateral.
- Provide resources and expertise to assist meeting professionals with attendance building and buzz.
- Work with the Film Commission on leveraging new films and television shows to create cross-promotional marketing opportunities.

SUCCESS METRICS:

- Benchmark, refine and track content engagement and effectiveness of various programs as appropriate.

Objective 4:

Identify, effectively differentiate and promote the Santa Barbara brand.

STRATEGIES:

- Explore research to evaluate the American Riviera® brand positioning and equity; utilize findings to hone and amplify creative and messaging.
- Utilize campaign, collateral and communications channels to showcase the breadth and uniqueness of destination offerings – particularly against the competitive set.
- Continually generate creative, engaging new content and promotions that bring insider activities and destination attributes to light that may not be top of mind with our target audience.
- Ensure campaign, editorial photography, publications, website and general content reflect diverse interests.

SUCCESS METRICS:

- Benchmark, refine and track content engagement and effectiveness of various programs.
- Consider conducting a Usage and Awareness study to track destination perceptions, awareness and affinities over time.



WEBSITE

Objective 1:

Utilize SantaBarbaraCA.com to convert the “Undecided Traveler” to choose Santa Barbara above other destinations within the competitive set.



STRATEGIES:

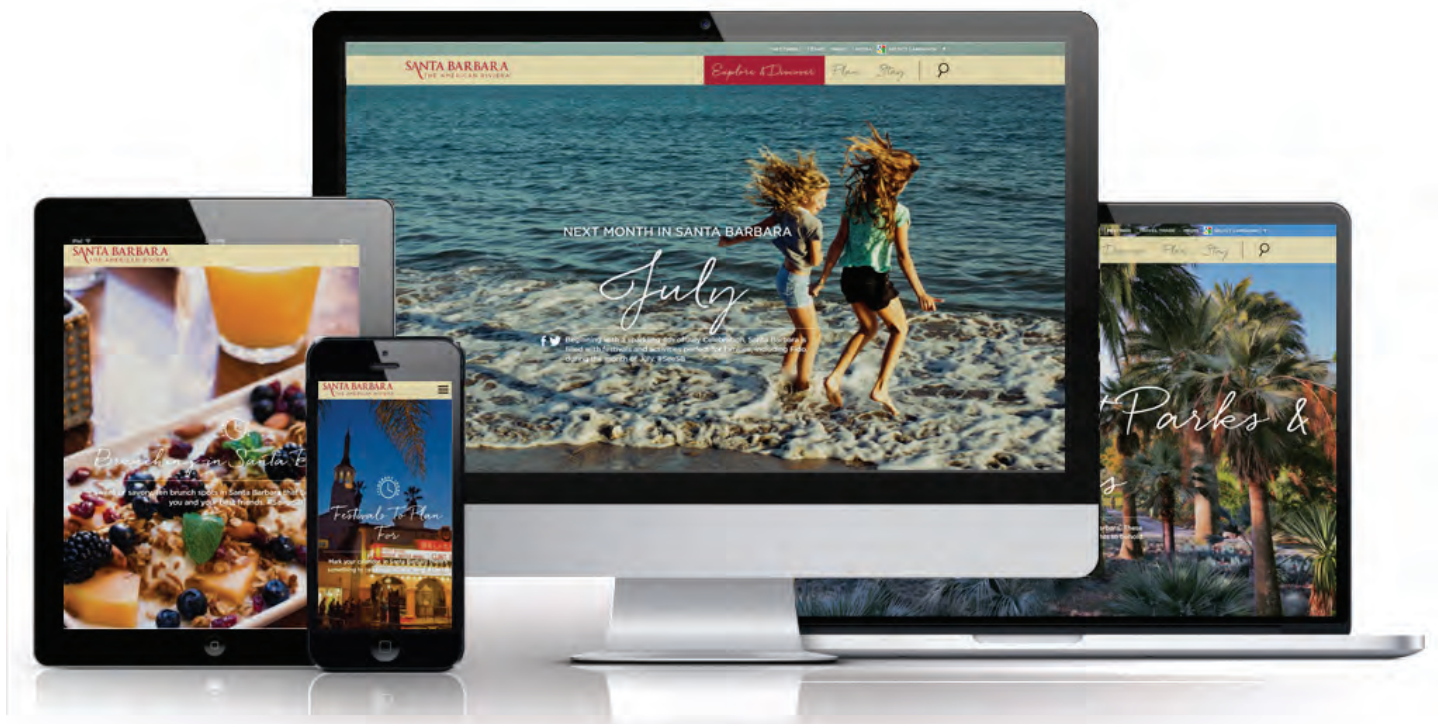
- Utilize tools within the new site to continually provide strong visuals and authentic storytelling, inspiring travelers to select Santa Barbara as their destination of choice.
- Highlight captivating, destination specific visuals so visitors get a true sense of the destination.
- Develop unique and compelling content that differentiates Santa Barbara from other coastal California cities.
- Create and leverage fresh itineraries on an ongoing basis as fuel for potential visitors to imagine what a day (or several days) of living “the Santa Barbara life” would look and feel like.
- Routinely upload images to SB Snapshots to provide authentic views of Santa Barbara area offerings.
- Continually include the JackRabbit Booking Widget on key pages for visitors to search for hotel rates.
- Create a minimum of 5 in-language itineraries for VSB’s top non-English speaking International Markets.
- Create a robust SEO strategy to target and direct consumers to our website for those looking to decide on a vacation destination.

SUCCESS METRICS*:

- Increased traffic from international markets.
- User engagement - including traffic to, average time on, and scroll depth to bottom of page on key pages and areas of the site.
- Ongoing monitoring and optimizing of site SEO & keywords for maximum performance across search engines.

Objective 2:

Utilize SantaBarbaraCA.com to extend visitor stays (day trippers and those already planning to overnight in Santa Barbara).



STRATEGIES:

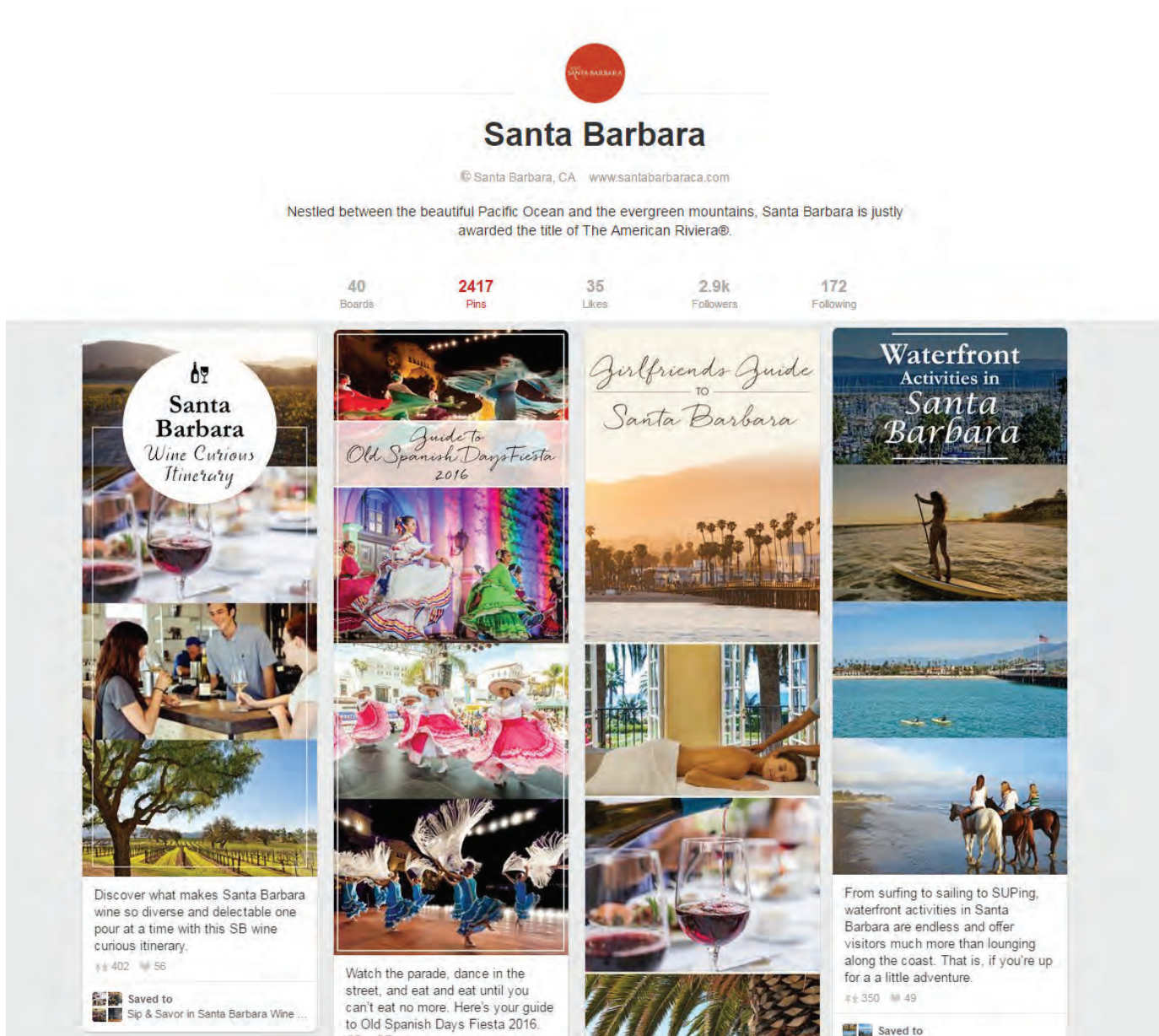
- Increase the conversion of “Trip Extenders” in the area by showcasing that there is simply too much to do to stay for less than 1-2 days.
- Utilize “Next Month in Santa Barbara” to showcase upcoming activities and area offerings. Publish this content 4-6 weeks prior to the month mentioned so that it is seen by travelers during their planning cycle.
- Focus content on itinerary building and niche categories to ensure Santa Barbara appeals to diverse interests.
- Ensure that all signature and noteworthy events are added to the Calendar of Events at least 4-6 weeks in advance.
- Develop Microsites for all signature area events, such as Film Feast, Amgen, etc.

SUCCESS METRICS*:

- Creation of 1 article per month focused on what’s happening “Next Month in Santa Barbara” to give visitors inspiration to extend their stay.
- Minimum creation of 1 itinerary per month with the intent to show visitors why they need to extend their stay in Santa Barbara.
- Increased traffic in unique visitors and unique pageviews.
- Increased number of referrals to partner websites for additional trip planning information.

Objective 3:

Utilize SantaBarbaraCA.com and owned distribution channels (e.g. Pinterest) to drive occupancy during need periods.



STRATEGIES:

- Leverage messaging from VSB's ad campaign to capture visitors and increase mid-week occupancy during key need periods.
- Generate content and highlight visuals, itineraries and events that complement VSB's new ad campaign.
- Leverage trends and weather as a way to create timely content, showcasing to visitors all they can do in Santa Barbara.

SUCCESS METRICS*:

- Distribution of at minimum 1 consumer communication per month.
- Increased engagement and conversions from target audience to be determined with development of VSB's new ad campaign.

*Visit Santa Barbara is currently onboarding a new Interactive Web Agency to begin in FY 16/17. Website goals will be further defined at the start of the new fiscal year.

SOCIAL MEDIA

Objective 1:

Extend visitor stay and convert day trippers into overnight visitors.

STRATEGIES:

- Independent of the brand campaign, Visit Santa Barbara's social media channels will have an increased focus on fly markets. Currently, seventy percent of current Facebook Fans live in California, while only 1 of VSB's top 10 social media cities is outside of California.
- Social channels will promote dedicated itineraries hosted on SantaBarbaraCA.com within the social content calendar to provide additional inspiration and ideas on all there is to do in Santa Barbara, and that one day is not enough.
- Focus on an integrated approach that utilizes social media extensions dedicated to help amplify new ad campaign messaging.
- Social media campaign extensions will incorporate fly market cities and segments beyond geography to increase awareness.
- Explore partnerships with Visit California and Brand USA for international presence on social.

SUCCESS METRICS*:

- Increased fan growth in Fly Markets.
- Increased fan growth in International Markets.
- Increased traffic to booking site.
- Additional success will be measured by number of impressions from social platforms utilized within the campaign.

"I love Santa Barbaral
I am a California girl now
in this big state of Texas....
Take me home to CA with you!"
— Jacci, Facebook Fan

"My first time ever outside of Canada, and could not have
been anywhere any more perfect than Santa Barbaral
Such a beautiful town, such beautiful architecture, perfect
weather. I look forward to a second visit."
— Samantha, Facebook Fan

NEW this year

snapchat



Primary Platforms**



212k
Followers



12.3k
Followers



51k
Followers



180k
Views

Secondary Platforms**



Followers
2.9k



Followers
558



Followers
589

*Once campaign has been fully developed, accurate percentage increases and impression goals can be determined.

**As of July, 2016.

Objective 2:

Drive occupancy during need periods (November – March).

STRATEGIES:

- Create seasonally shifted content, advertising and promotional campaigns dedicated to increasing visitation during key need periods.
- Create “value for experience” messaging that targets the price conscious consumer.

For California / Drive Markets

- Focus on local interest and events to attract drive market users to make a weekend trip to Santa Barbara. For example, but not limited to: Santa Barbara International Film Festival and Film Feast, concerts, etc.
- Leverage Facebook events platform to promote local happenings and encourage attendance.
- Experiment with behaviorally segmented advertising to reach niche audiences such as:
 - o Users who are visiting LA.
 - o Users who live in LA and have birthdays or anniversaries.
 - o Empty nesters who may prefer to travel during the holidays.
 - o Users who live throughout California, but may be from, or attended school in Santa Barbara.
- Identify key social media influencers within drive markets to extend campaign reach and amplify messaging.



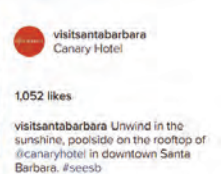
visitsantabarbara
Arlington Theater

1,250 likes

visitsantabarbara It's opening night!
The @officialsbiff runs Feb. 3-13
alongside #SBFilmFeast. Before (or after)
catching a film, sip and savor at
participating restaurants and tasting
rooms around town for cinematic plates
and pours.

For Fly Markets / Seattle, Portland, San Francisco

- Leverage brand campaign messaging, and incorporate a focus on weather-related content, highlighting Santa Barbara's continual sunshine and all the things you can experience in Santa Barbara.
- Independent of the ad campaign, social media will leverage trending national events (such as #blizzard, #snowpocalypse, etc.) to insert Santa Barbara messaging into weather related conversations to extend reach.
- Test social media advertising efforts on cold weather markets, highlighting sun, beach and weather related themes.
- Experiment with behavioral targeting to reach users in fly markets who "have used a travel app in the last month" and may be currently planning a vacation.
- Implement longer campaign lead time for key booking periods and travel planning.
- Incorporate dedicated content and itineraries from SantaBarbaraCA.com that promote key attributes and destination offerings during need periods.



For Millennials

- Focus on promoting value for experience to Millennial audiences.
- Leverage VSB's new ad campaign platform and messaging to engage and resonate with new audiences, including millennials.
- Develop more user generated content to influence decision making.
- Share content during non-business hours to reach millennial audiences.
- Focus efforts on developing high quality, sharable website content.
- Focus on creating rich media and compelling ads to engage with Millennials.

SUCCESS METRICS*:

- Creation of new content/platforms for real-time engagement to drive interest and awareness to target markets during need periods.
- Partnerships with influencers in key markets.
- Creation of custom content pieces to target niche audiences.
- Increased video views across all platforms.
- Additional success will be measured by number of impressions from social platforms utilized within the campaign.

**Once campaign has been fully developed, accurate percentage increases and impression goals can be determined.*

PR & COMMUNICATIONS

Department Overview

The Public Relations & Communications Department creates demand for visitation through earned media coverage that excites and inspires travelers, while elevating brand awareness and enforcing key messages about the Santa Barbara South Coast. The department further supports all Visit Santa Barbara platforms through communication and creative content development.



Objective 1:

Generate increased press and public awareness of the Santa Barbara South Coast in targeted national, international (Australia, U.K., China, Mexico) and regional markets. Increase the number of destination-specific stories in A-list travel, lifestyle and niche publications. Share compelling reasons for off-season and mid-week travel, as well as inducements for extending stays.

STRATEGIES:

- Procure a PR firm to assist with securing national press coverage and key projects.
- Develop new story pitches and thoughtful campaigns that differentiate the destination with angles that expressly support mid-week and off-season travel to all target segments and markets. Pitch a minimum of 15 key contacts a month.
- Press releases and assets:
 - Write and distribute press releases on Visit Santa Barbara promotions, including Film Feast, and timely, off-season story ideas.
 - Write and distribute quarterly What's New media update of new and seasonal attractions.
 - Update and maintain online Press Room, including press section of photo/video library, up-to-date news releases and destination fact sheets. Distribute original content and assets to communicate news and story ideas.
- Press trips:
 - Host a minimum of 50 domestic and 30 international individual press trips, creating customized itineraries to showcase the destination.
 - Produce a minimum of two group press trips in conjunction with local partners to showcase niche themes.
 - Partner with Visit California, established entities (such as the Central Coast Tourism Council and the California Wine Institute) and other California destinations to host domestic and international press trips.
- Leverage additional Visit California domestic and international earned media opportunities, such as collaborative pitches and media events.
- Generate coverage that integrates Visit Santa Barbara's marketing channels when possible:
 - Encourage hosted journalists to cover their stay in real time on social media and use Visit Santa Barbara's handles and hashtags.
 - Encourage journalists to include SantaBarbaraCA.com in earned media coverage.



Film Feast and Santa Barbara International Film Festival FAM Tour

SUCCESS METRICS:

- Track the volume of media coverage, audience reached and paid advertising equivalent value.
- Achieve a minimum of 650 placements, 375 million impressions and \$10 million in paid advertising equivalent (PAE).
- Track the pick-up of specific story idea themes, with a minimum of 25% of total coverage reflecting specific Visit Santa Barbara pitches, top angles and promotional campaigns.

*"With a Mediterranean climate,
the town itself is reminiscent
of the French Riviera."*

Condé Nast
Traveller

Objective 2:

Increase face time to build and strengthen relationships with target media in concert with Objective 1 (generating destination and brand awareness).

STRATEGIES:

- Conduct one-on-one meetings (aka desksides) with media in key U.S. markets. Bring along partners to promote niche travel as appropriate.
- Explore and host an interactive media event in conjunction with Visit Santa Barbara's consumer activation in a target U.S. market.
- Participate in Visit California media receptions in Los Angeles, San Francisco, New York, Visit California media missions in Australia, China and Mexico and attend key international media networking events.
- Update, refine and build on media distribution lists and contact database.
- Attend media conferences and events (such as Adventure Travel World Summit) to increase face time with travel and lifestyle media and build new relationships.

SUCCESS METRICS:

- Secure a minimum of 25 one-on-one meetings and one interactive media event with a minimum 25% resulting in stories generated over the next three to five years.

Objective 3:

Explore strategic partnerships to augment opportunities for earned media coverage, bolster brand awareness out of market and create long-term brand affinity.

STRATEGIES:

- Pursue opportunities to partner with both in-market and out-of-market brands to leverage media and brand visibility.
- Participate on Central Coast Tourism Council's PR Committee.
- Support and attend networking events sponsored by Visit California, Central Coast Tourism Council, Public Relations Society of America's Travel & Tourism Section and other hospitality industry organizations.

SUCCESS METRICS:

- Collaborate on at least two brand partnerships that generate media coverage.



Australian TV crew for "Sunrise" show taping on Stearns Wharf

Objective 4:

Cultivate in-destination brand advocacy and serve as a resource for the local and regional hospitality industry.

STRATEGIES:

- Produce and distribute press releases and media advisories for local media promoting Visit Santa Barbara programs, tourism industry trends and news, and messages about the positive impacts of tourism and film production.
- Disseminate VSB reports, newsletters and collateral to the local hospitality industry.
- Host a series of PR Lunch & Learns to discuss techniques, trends and opportunities for working with editorial media.
- Crisis Communications: As appropriate, provide emergency information and resources to the local hospitality industry and visitors in emergencies, working with public agencies and emergency services personnel as needed. Regularly update contacts in crisis plan.
- Participate on Visit California's PR Committee and Visit California's Crisis Communications Task Force.

SUCCESS METRICS:

- Generate a minimum of 20 local news stories reporting on the tourism industry.
- Distribute Visit Santa Barbara's Monthly Marketing Spotlight, quarterly Goleta Tourism Focus, quarterly Actions (recap of Visit Santa Barbara's business activities/results), and Annual Report.
- Secure attendance of at least 15 members for PR Lunch & Learns.

**“The climate is eternally perfect,
every building is red-roofed
and beautiful, and the beaches
are clean and white.”**

San Francisco Chronicle

Objective 5:

Produce a Visitors Magazine that supports the brand platform, communicates key destination drivers and increases overnight and off-peak stays.

STRATEGIES:

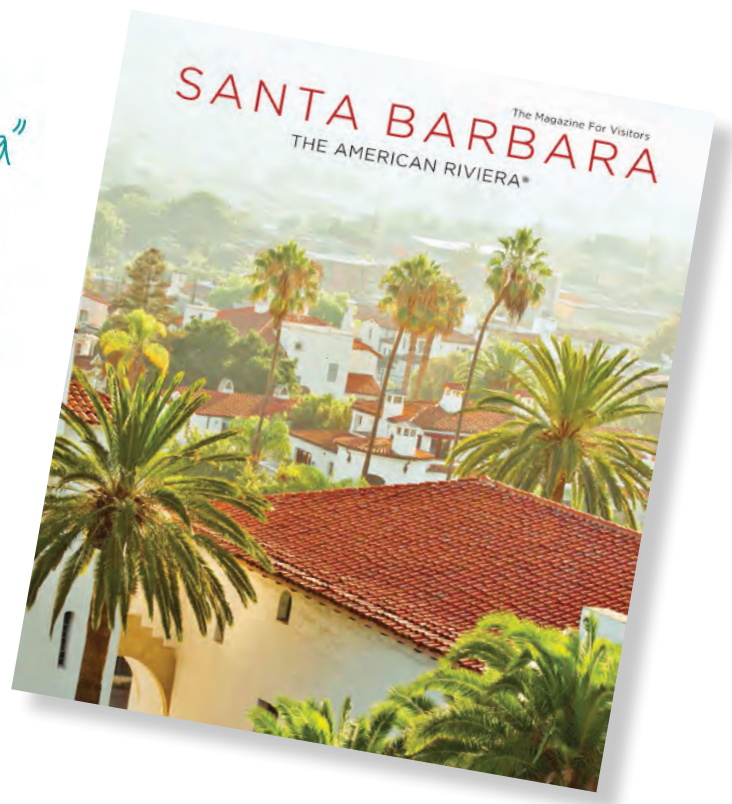
- Present inspiring and fresh editorial content, special features and imagery to create a strong emotional appeal for the reader.
- Feature compelling reasons for off-peak, mid-week and extended stays throughout the magazine.
- Incorporate references to Visit Santa Barbara’s marketing campaign and digital channels.
- Maintain offline distribution strategy through regional, state and out-of-state channels.
- Produce digital versions of the Visitors Magazine and make available on SantaBarbaraCA.com.
- Integrate magazine through owned, earned and paid marketing channels.

SUCCESS METRICS:

- Production and distribution of Visitors Magazine to 70,000 consumers.

Condé Nast Traveler lists
Santa Barbara among
“The 30 Best Small Cities in America”
in its Readers’ Choice Awards.

Condé Nast
Traveler



GROUP SALES

Department Overview

The Sales Department serves to attract group business of 10 room nights or more specific to organizations looking to hold conferences, meetings, retreats and other programs in Santa Barbara. Ideal targets are meeting planners or other key decision makers from the corporate, incentive state, regional and national associations markets and third-party planning entities in desired vertical market segments. Sales efforts are direct and indirect through sales call prospecting solicitation, in-person client appointments, tradeshow, organized client events, site inspections and familiarization tours.

Objective 1:

Grow group meetings opportunities for Santa Barbara hotels during mid-week and off-peak (November – March) time periods.

STRATEGIES:

- Develop and execute targeted action plans in vertical and geographic drive and direct flight markets with a key focus in the following cities: Los Angeles, San Francisco, Phoenix, Portland, Seattle, Denver and Dallas.
- Explore development of a group advertising campaign that targets Corporate, Association, Incentive & Third-Party meetings audiences.
- Create an off-season booking incentive to capture additional groups.
- Employ prospecting tools to identify prospective list of targets: e.g. DMAI MINT database and Knowland Group.
- Incentivize groups to extend conference/meeting stays through tactical promotions.
- Explore and establish attendance building tools for existing booked groups/meetings.
- Develop a member referral program to keep group business in Santa Barbara.
- Deploy a local promotion program among Tri-County companies/organizations.
- Explore development of a repeat booking incentive.

SUCCESS METRICS (annual):

- Complete 3,000 prospecting calls
- Generate 350 group leads
- Book 20,000 group room nights



Objective 2:

Increase awareness and consideration of Santa Barbara meetings offerings through client engagement and relationship building.

STRATEGIES:

- Execute designated familiarization tours for niche groups: e.g. HelmsBriscoe, Conference Direct, Association, Corporate and Incentive Planners.
- Attend industry tradeshows to meet prospective clients.
- Create new, compelling tradeshow booth concept that serves to clearly identify and differentiate the VSB brand.
- Host client events and sales appointments in select cities to engage prospective clients.
- Produce customized site inspections for qualified targets.
- Provide conference servicing to groups booked at Santa Barbara hotels.
- Host local industry conferences for select clients to educate, generate awareness and to allow attendees to experience the destination and staff first-hand.
- Elevate partnerships with key industry partners to gain maximum exposure and promotion: Santa Barbara Airport, Amtrak and Carfree.
- Maintain and engage highest level of partnership with third-parties: e.g. Cvent, HelmsBriscoe, Senior Industry Planners Network, AMEX Meetings.
- Activate sponsorships to elevate visibility of the destination with industry organizations such as Meeting Professionals International (MPI), Society for Incentive Travel Executives (SITE), Professional Convention Management Association (PCMA), California Society of Association Executives (CalSAE) during industry functions.

SUCCESS METRICS (annual):

- 45 individualized site inspections
- 5 meetings FAM trips
- 4 client events



Sip and Savor FAM



Santa Barbara International Film Festival FAM

TRAVEL TRADE

Department Overview

Travel Trade assists with the planning of individual and group trips to Santa Barbara offering a variety of complimentary services. Travel agents, receptive tour operators and international tour operators look to the Travel Trade team to assist with FIT or group hotel leads, arranging customized excursions or itineraries, or simply making connections with attractions, restaurants, wineries, transportation and more.

Objective 1:

Increase group tour and contracted leisure business opportunities for Santa Barbara hotels and attractions in mid-week and November – March off-peak time periods.

STRATEGIES:

- Develop and execute a sales action plan concentrating on key domestic and international receptive operators, tour operators and travel agents selling California product. Key international markets are: UK, Canada, Germany, China and Australia.
- Educate prospective clients on Santa Barbara product offerings available.
- Participate in marketing campaigns for specific to high producing travel trade companies.
- Work with travel trade companies to promote new product offerings/itineraries.

SUCCESS METRICS:

- Reported bookings increases from receptive operators
- Increased number of products offered by tour operators for Santa Barbara
- 20,000 room nights generated annually



IMEX America: The Worldwide Meetings & Incentive Travel Exhibition



Visit CA NTA Chinese Certified Tour Receptive FAM



Objective 2:

Extend visitor stays and convert day trip visitors to overnight.

STRATEGIES:

- Explore a return visit booking promotion specific for Santa Barbara cruise ship passengers.
- Partner with member hotels and attractions to offer a promotion for an additional night free or value add to extend stay.
- Provide incentive for operators and agents to increase number of bookings for Santa Barbara product.

SUCCESS METRICS:

- Tracking any new bookings tied to promotions

Objective 3:

Expand the VSB brand through relationship building and client engagement.

STRATEGIES:

- Educate tour operators and travel agents through face-to-face opportunities to experience Santa Barbara in-market and out of market in targeted areas.
- Host educational familiarization (FAM) tours for qualified clients.
- Conduct individualized site visits.
- Present and train on Santa Barbara to travel trade companies' reservation and travel agent centers.
- Attend industry tradeshows like IPW and Go West Summit.
- Participate in sales missions in designated target markets.
- Serve as an expert resource for destination information, collateral and materials.
- Leverage exposure through strategic alliances with industry associations and key distribution channel partners.
- Collaborate with international agencies to educate and promote the Santa Barbara brand to travel trade companies.
- Sponsor and partner with third party organizations to extend reach to additional clients: e.g. Brand USA, Visit CA, Central Coast Tourism and National Tour Association (NTA).

SUCCESS METRICS:

- 30 individualized site tours annually
- 25 group FAM trips annually

FILM COMMISSION

Department Overview

The Santa Barbara Film Commission serves to promote Santa Barbara County as a premier site for on-location filming to producers and location managers, including still photography, industrials, infomercials & corporate videos, reality television, music video, commercials, features, television series and student projects.

Objective 1:

Increase feature film production days in Santa Barbara County.

STRATEGIES:

- Leverage State Incentive Program to increase film and television production.
- Secure face to face meetings with companies who are awarded incentives.
- Execute familiarization tours for feature production personnel.
- Promote filming in Santa Barbara as a way to increase chances of qualifying for overall incentive (through additional points awarded by filming out of zone).
- Promote increased use of new Barberstock photo library for remote scouting.

SUCCESS METRICS:

- 20% increase in number of feature filming days from 12-15 days.
- Host one feature FAM per year.
- Hold three face to face meetings per year with incentives approved production companies.

Objective 2:

Increase commercial production days in Santa Barbara County.

STRATEGIES:

- Obtain face to face meetings with key Commercial Production Houses in Los Angeles.
- Educate Production Teams on Santa Barbara's locations and incentives.
- Follow up Production Team meetings with FAMs designed for the needs of commercial production.

SUCCESS METRICS:

- 10% Increase in number of Commercial Production days from 27-30 days.
- Host one Commercial Production FAM per year.
- Hold three face to face meetings per year with Commercial Production Houses.



Objective 3:

Promote Santa Barbara as both a production and tourism destination through integrated branded content.

STRATEGIES:

- Create original concepts for branded integration and pitch them to production entities.
- Identify opportunities with productions planning to shoot in Santa Barbara for branded content integration and cross promotion with VSB and pursue and execute partnerships.

SUCCESS METRICS:

- Begin to track and attempt to quantify the advertising value of integrated branded content partnerships as manifested across broadcast and social media channels.

Objective 4:

Promote Santa Barbara County as a premier production destination to a comprehensive spectrum of potential clients.

STRATEGIES:

- Educate production professionals on Santa Barbara's strengths as a production destination through a variety of communications avenues.
- Promote Santa Barbara County through the Film Newsletter by covering local production trends and introducing new, diverse locations.
- Sponsor, exhibit, attend and advertise at various trade shows and conferences including:
 - AFCL International Locations Trade Show
 - Film In California Conference
 - California on Location Awards
 - Location Managers Guild International Awards
 - AICP Next Awards
- Maintain, Streamline, and Update the FilmSantaBarbara.com website.
- Host one General FAM tour per year open to print, commercial, television and film personnel.
- Continue work with the California statewide Film Commission consortium and Film Liaisons in California (FLICS), to maintain access to decision makers in Hollywood.
 - Serve as Vice President FLICS
 - Serve as Legislative Chair, FLICS
 - Serve on Communications working group with MPAA, Teamsters 399 and DGA to promote filming through CA State Incentive

SUCCESS METRICS:

- 5% Increase in overall production days from 447 to 469 days
- 5% Increase in newsletter subscription base from 1,902 to 1,997
- Host one General FAM per year



MEMBERSHIP

Department Overview

The Membership Department serves to generate private source revenue for VSB through co-op and membership dues, while maximizing programs, events, exposure and value for all VSB members. The Membership Department is also responsible for outreach in the community at large.

Objective 1:

Maintain Visit Santa Barbara's existing member base through strong engagement.

STRATEGIES:

- Identify gaps and opportunities for new, unique value offerings that promote member participation.
- Provide members with tools to utilize the full benefits of membership
 - Host educational events such as New Member Orientations and Lunch & Learns.
 - Educate members on Visit Santa Barbara's plentiful auxiliary resources such as stock photos and research statistics.
 - Assist members in building out their microsite on SantaBarbaraCA.com.
 - Plan, develop, and execute 3-4 large member events to afford members the opportunity to build their network and increase destination understanding.
- Provide staff opportunities to learn about members and thus promote engagement
 - Organize familiarization tours (FAMs) for staff to experience members' offerings.
 - Regularly spotlight one member to staff.
- Explore streamlined communication efficiencies from Visit Santa Barbara to the member.
- Offer co-op advertising that is relevant and valuable to the member.
- Attend conferences that focus on DMO membership opportunities and overall industry knowledge.
- Explore new strategies to increase attendance at signature events including bundling, prospecting new groups, and incentives.

SUCCESS METRICS:

- Increase in attendance at signature events by 10% over previous year (15 – 20 people).
- Increase in attendance at New Member Orientations and Lunch & Learns by 30%.
- Increase number of built out member microsites by 30% or 75 microsites.
- Increase in Film Feast member participation by 20%.



Visit Santa Barbara's Annual Tourism Luncheon



Selfies at VSB's Annual Tourism Luncheon #ThankYouSB

Objective 2:

Strategically build membership in order to further the mission of Visit Santa Barbara.

STRATEGIES:

- Build membership in the following subcategories: Dining, Retail, Winery.
- Build relationships with the community and member base to seek out prospective members.
 - Use I AM Santa Barbara as a way to further connect with the broader hospitality community.
- Streamline the new member onboarding process.
- Develop alliances with partners outside the hospitality industry.

SUCCESS METRICS:

- Increase in Dining subcategory from 11% of membership to 20%.
- Increase in Retail from 4% of membership to 10%.
- Increase in Winery subcategory from 8% of membership to 15%.
- Maintain a renewal rate of 90% (225 members).



Objective 3:

Generate private source revenue for VSB through co-op advertising and membership dues.

STRATEGIES:

- Offer co-op advertising that is relevant and valuable to the member.
- Streamline co-op buying process.
- Develop co-op bundles.
- Seek out and onboard new members.

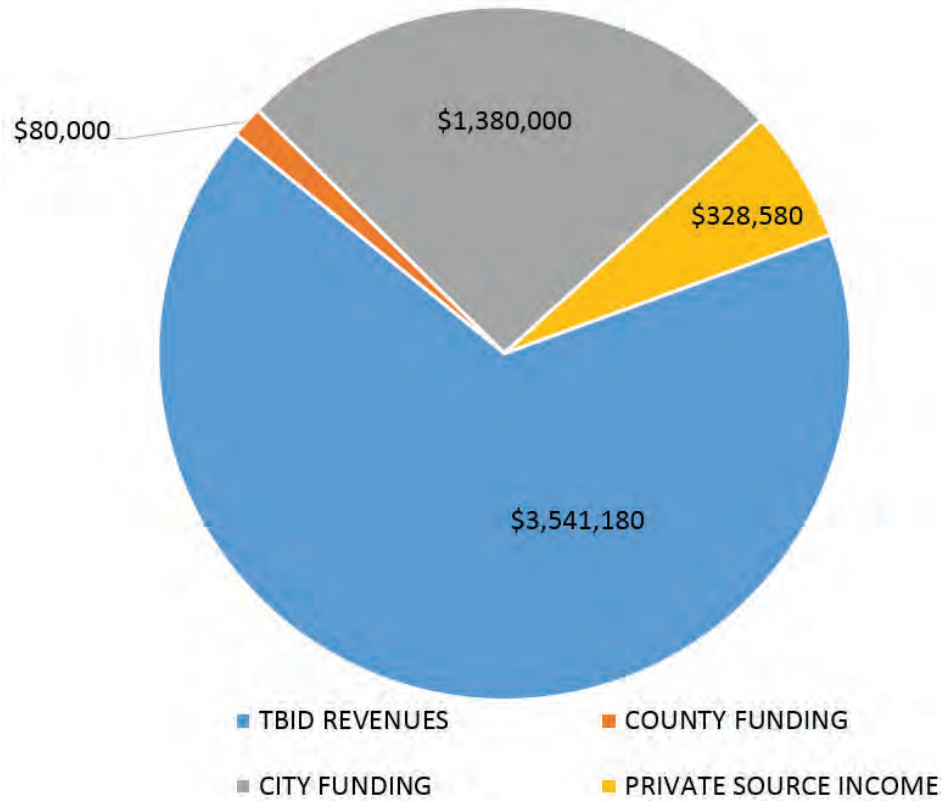
SUCCESS METRICS:

- Increase website co-op sales 30% from FY15-16 to \$120,000.
- Meet/exceed annual revenue goal of \$165,000.

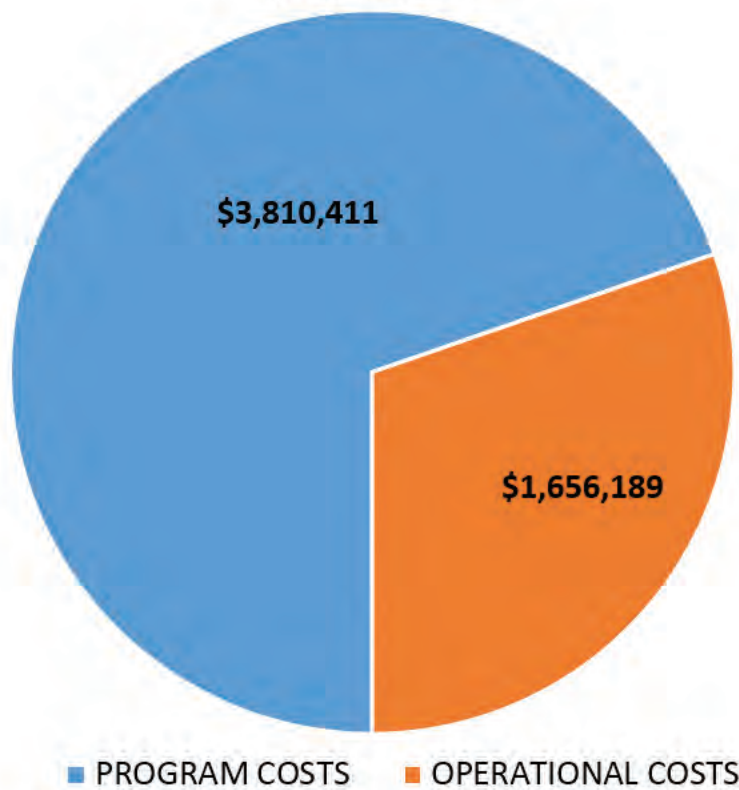
A scenic landscape photograph taken from a high vantage point on a rocky mountain. In the foreground, large, light-colored boulders are scattered across the slope, interspersed with green shrubs and a small pine tree on the left. The middle ground shows a vast, hilly landscape with patches of green and brown, leading down to a coastal city. The ocean is visible in the distance under a clear blue sky with some light clouds. The word "Budget" is written in a white, cursive font across the center of the image.

Budget

TOTAL INCOME
\$5.32 MILLION



TOTAL EXPENSE
\$5.46 MILLION



Appendix

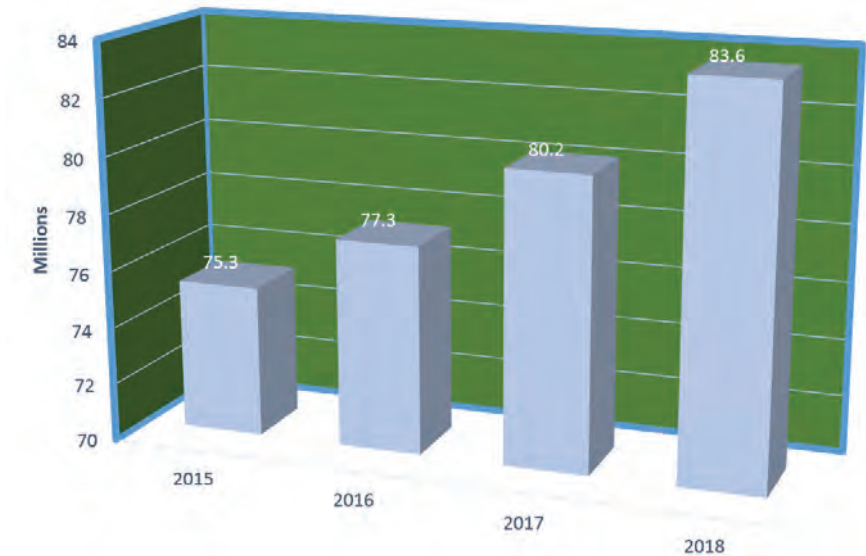


Ongoing changes in the marketplace impact the overall travel market in general and Santa Barbara specifically. These changes are a direct result of a dynamic economic landscape, as well as shifting demographic, travel, socio-cultural, and consumer value trends that tourism decision makers should monitor to help guide destination marketing efforts.

INTERNATIONAL OUTLOOK

International arrivals are projected to grow above 4% annually. According to the U.S. Travel Association (USTA), international visitations will continue to outpace domestic visitations pending global economics.

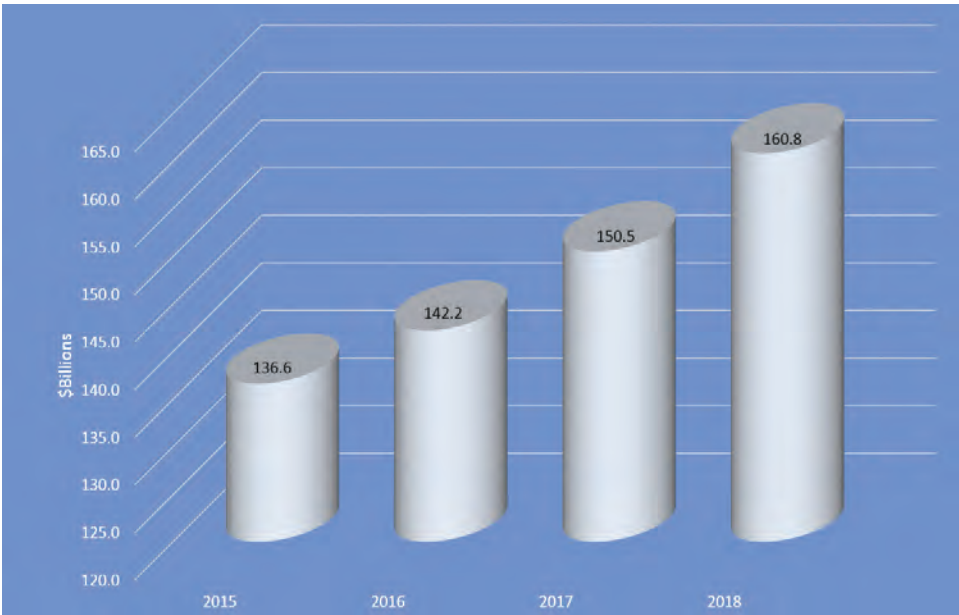
International Travel Arrivals 2015-2018 Projections



Source: U.S. Travel Association

International travel spending is projected to grow from 4.1% annually to 6.8% in 2018.*

International Travel Spending 2015-2018 Projections



This steady growth can be attributed to USTA advocacy efforts as well as the formation of Brand USA in 2010, which has aggressively promoted international travel to the United States with the Visit the USA campaign.

*U.S. Travel Association Forecast Summary 2016

CALIFORNIA TRAVEL TRENDS: CALIFORNIA TRAVEL SPENDING BREAKS A NEW RECORD

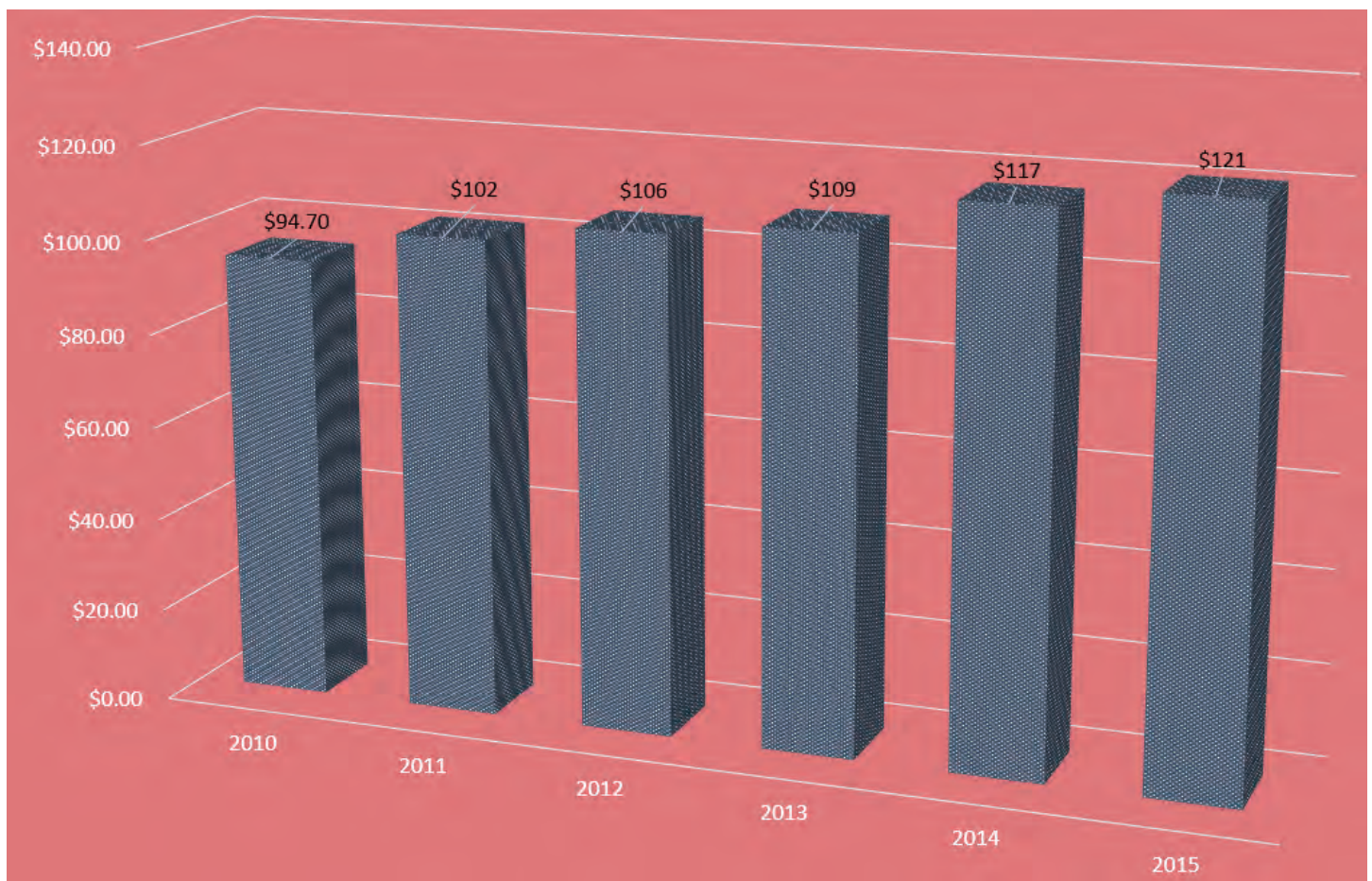
One of the most significant tourism impacts will be the growth of Visit California's (VCA's) tourism promotion budget, **which exceeds \$110 million**, making it one of the biggest state tourism budgets in the country. In order to leverage VCA's efforts, Visit Santa Barbara will participate in a variety of co-op opportunities throughout the year.

Below are domestic travel trends that impact Santa Barbara.

CALIFORNIA OUTLOOK

Each year, California residents and visitors travel within the state to experience its variety of attractions, scenic beauty and local culture. According to the most recently released data by Visit California*, **the state generated \$121 billion in direct travel spending in 2015**, a 3% increase over the preceding year.

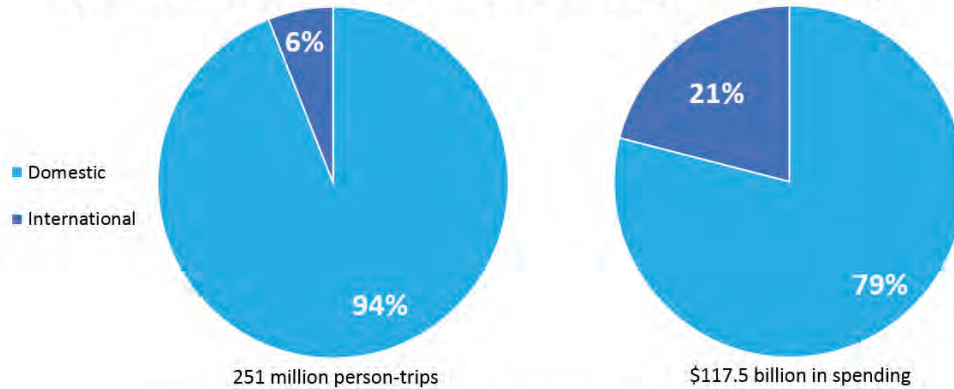
California Travel Spending | 2010-2015 (\$ Billions)



Source: Visit California

*Dean Runyan & Associates, "Visit California Economic Impact of Travel 2015", <http://industry.visitcalifornia.com/Find-Research/California-Statistics-Trends/>

The United States accounts for the bulk of travel to California, but international visitors generate more than \$1 of every \$5 in travel-related spending.



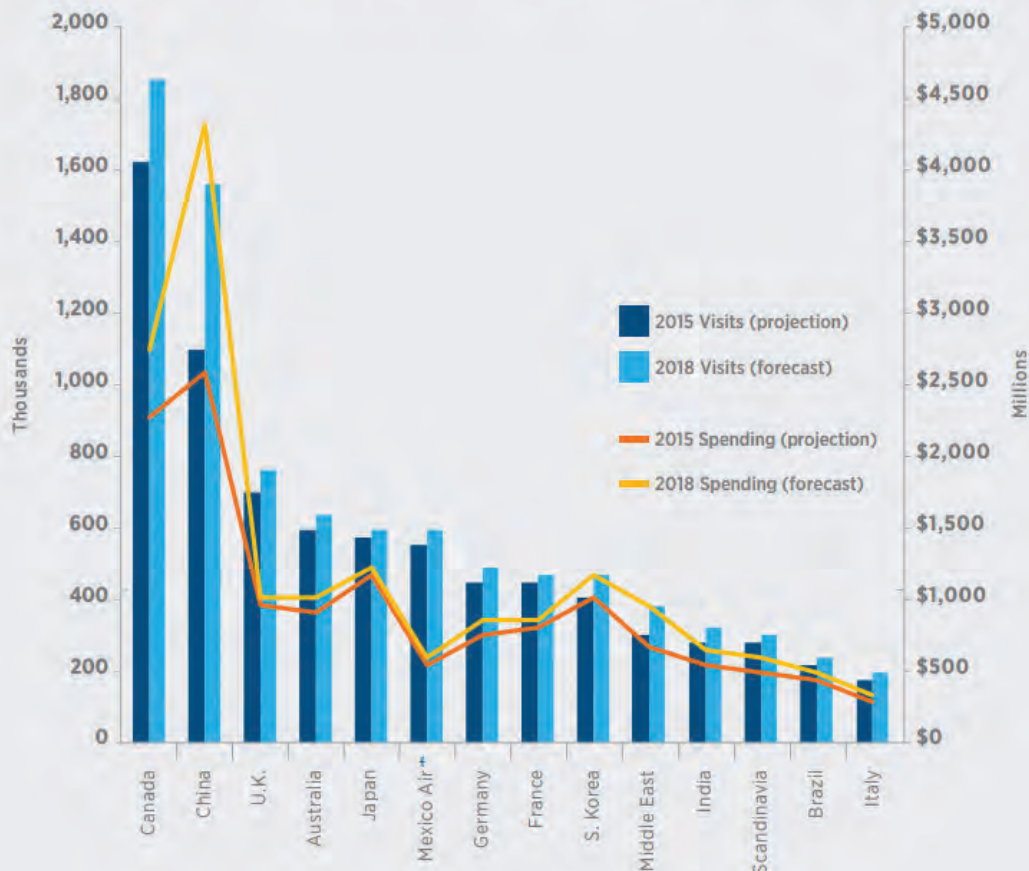
Source: DK Shifflet & Associates, U.S. Department of Commerce, CIC Research Inc., Dean Runyan Associates

INTERNATIONAL MARKETS

California Top International Markets 2015 projections and 2018 forecast

California has a diverse base of international visitors, with four continents represented among its top five overseas markets.

Source: U.S. Department of Commerce; CIC Research Inc.; BEA, Tourism Economics



*Total Mexico travel projected at 7.6 million visitors and \$2.9 billion in spending in 2015, and 8.5 million visitors and \$3.5 billion in spending in 2018

CALIFORNIA DEMOGRAPHIC TRENDS

The California population continues to change in two key areas:

1. A shift in age demographics by 2018*

Millennials and **Baby Boomers** will continue to be important segments today and in the future. In California, the following trends will help to shape Visit Santa Barbara marketing efforts.



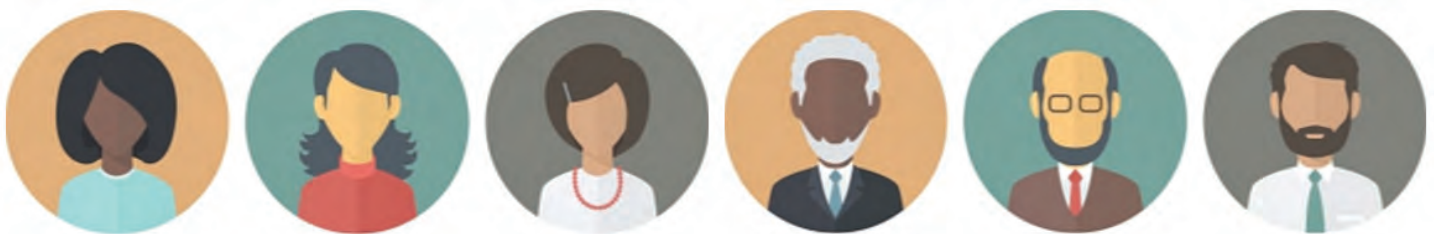
- ✓ The Millennial market (20-34) is the **largest generation alive today**, representing **1.8 billion globally**, and will see an increase of just under **1 million**. They will further outpace Boomer earnings by 2018
- ✓ Children (ages 0-14) will see an increase of just **over 1 million**
- ✓ An increase of **2.5 million** in the 55+ market

Over the long term, it is important that Visit Santa Barbara continue to allocate resources and establish the destination to the Millennial segment to build customer loyalty and to remain relevant.

2. A continuing shift in ethnicity

California boasts the largest minority population in the United States among Latino and Asian populations, which will continue to grow. Latinos will become the single largest ethnic group within the next decade, and by 2040 will comprise the majority of the population. Currently Latinos represent the single largest ethnic group among the under 35-year-old category in the state.**

This ethnic shift represents an opportunity to attract potential visitors through a range of cultural activities, events and interests available in Santa Barbara.



*Center for the Continuing Study of the California Economy

**Johnson, Hans, "California's Future", Public Policy Institute of California, February 2015

SOCIAL & CULTURAL TRENDS

The following are consumer lifestyle and destination trends that Visit Santa Barbara has identified as important to consider and keep top of mind in order to increase awareness and demand for the destination.

Consumer Lifestyle Trends

- **People are seeking a deeper connection to travel brands and destinations***

Travelers today are looking to align with brands and destinations that have similar values and beliefs.

- **Technology is going real-time**

As one-to-one marketing continues, new technology is being developed to make relevant suggestions to visitors no matter where they are in a destination. Given the visitor's increased use of mobile technology (smartphones, tablets etc.) and focus on the destination experience it is critical to provide information with the detail users are looking for when they need it to enhance their overall experience.

- **Alternative travel - the shared economy**

The shared economy has gone mainstream. Transactions are easier, discovering shared economy suppliers is faster, and feedback is transparent. This trend will continue to especially impact the property rental market though in Santa Barbara these efforts will be restricted removing a source of lodging for consumers who have become used to the shared economy.

- **"Welltality" is the new hospitality****

Destinations and hotels are adding on wellness features to accommodate changing consumer tastes.

- **Luxury travel*****

Consumers today are more willing to open their wallets and invest in unique and memorable experiences.

- **Multi-generational aspirational travel**

Families today are looking for vacations that are transformative for the entire family.

- **A shorter travel planning timeframe**

Mobile technology is shifting the traveler's timeframe, allowing them to be more open to same day/next day last-minute offers. There is an opportunity for destinations and local attractions to leverage this segment.

- **Bleisure travel on the rise^**

The line between business and leisure, or bleisure, travel has blurred - creating a new breed of business travelers whose expectations and behavior has shifted. According to a survey by Virgin Atlantic, six out of ten respondents are more likely to mix business and pleasure on trips than they were five years ago - representing an opportunity for VSB to target individual business and group travel to extend stay and/or drive mid-week occupancy.

*Skift "The Future of Travel 2015"

**AAA July/August "Welltality a new travel trend"

***Global Traveler May 2015 "Luxury Travel spending forecast to increase in 2016"

^Virgin Atlantic 2015

Destination Trends

- **Rise of the boutique destination***

Visitors are looking for emphasis on local unique experiences. Destinations need to focus on what truly differentiates them, and not what they think consumers want them to be.

- **Choosing a destination for culture**

According to Trip Advisor, 47% of travelers say they have visited a destination because of local culture and the people of a specific country. The same can be true for a destination.

- **Authentic experiences resonate**

As destinations become more and more similar (“Something for everyone!”) the savvy destinations will look to connect visitors with local experiences. The more authentic you are, the more you stand out. It’s the local experiences and insider finds like the chic new place to eat, or the best place to walk the beach or the off-the-menu recommendations that makes the difference for many visitors.

- **Destination celebrations****

As Boomers age and think about life celebrations (birthdays, anniversaries), more and more of those are taking place in-destination.

Marketing and Communications Trends

- **Engaging content will continue to reign*****

Consumers are relying more on digital media – most often mobile devices – and now spend more time on the Internet than TV. At the same time, ad blocking has soared – 18% of people now use ad blockers and are increasingly choosing not to see ads online. Marketers need to shift their focus – to allow consumers to come to brands because of the value they provide through their content, creating meaningful experiences.

- **Demand for visual mediums continues to grow**

As social media has become augmented with visual apps like Instagram and Snapchat, destinations are looking to more fully integrate this visual format into their marketing efforts. Visit California now has over 100 videos potential visitors can access in finding out about California. Likewise, visitors are using this format more and more to share their vacation experiences.

- **Traveler flexibility and control – research everything**

With the continued growth of online and mobile resources, consumers looking for flexibility and control of their vacation decisions have the ability to research everything and often do it not only in pre-trip planning but once a trip is underway.

- **Greater degree of personalization**

Facilitated by increased data mining capabilities, marketing efforts will lead to customization for each consumer. DMOs will focus more and more on customized targeting and the speed of using that data will continue to increase.

*Skift, January 2015 “Rise of the Boutique Destination

**ABTA Travel Trends Report 2015

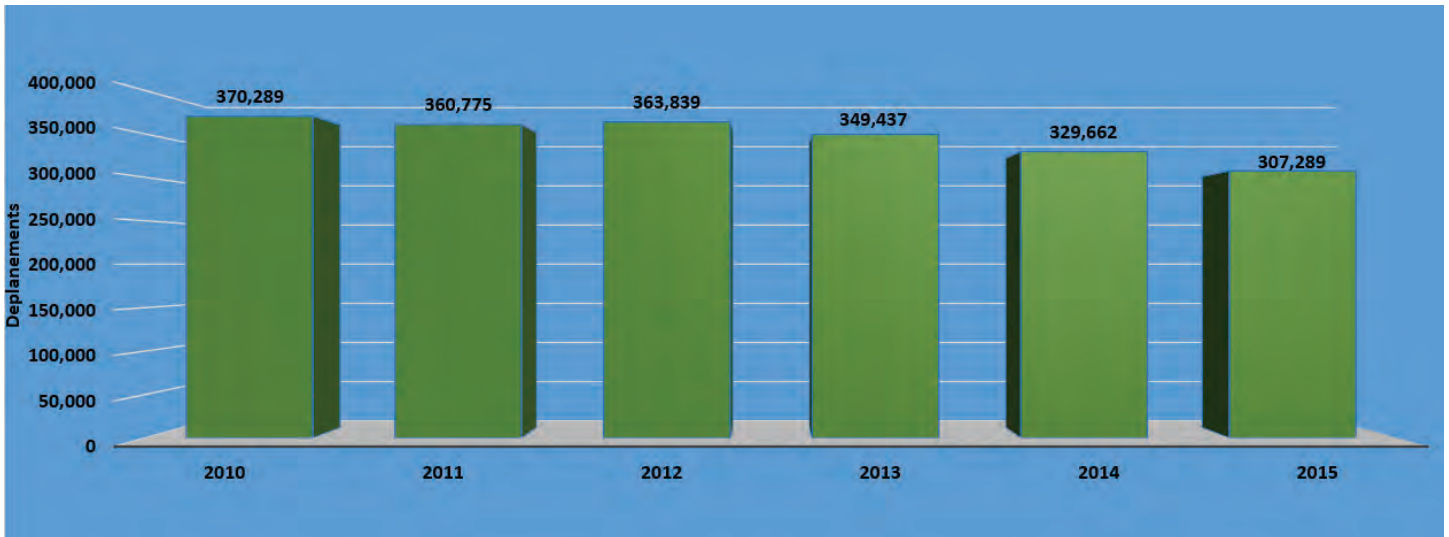
***iCrossing.com; eMarketer.

SANTA BARBARA TOURISM TRENDS

1. Santa Barbara Airport (Deplanements)

Since 2010, total passenger deplanements have declined but new service from Dallas/Ft. Worth starting in June 2016 will aid to increase deplanement totals.

Santa Barbara Airport Deplanement Trends 2010-2015

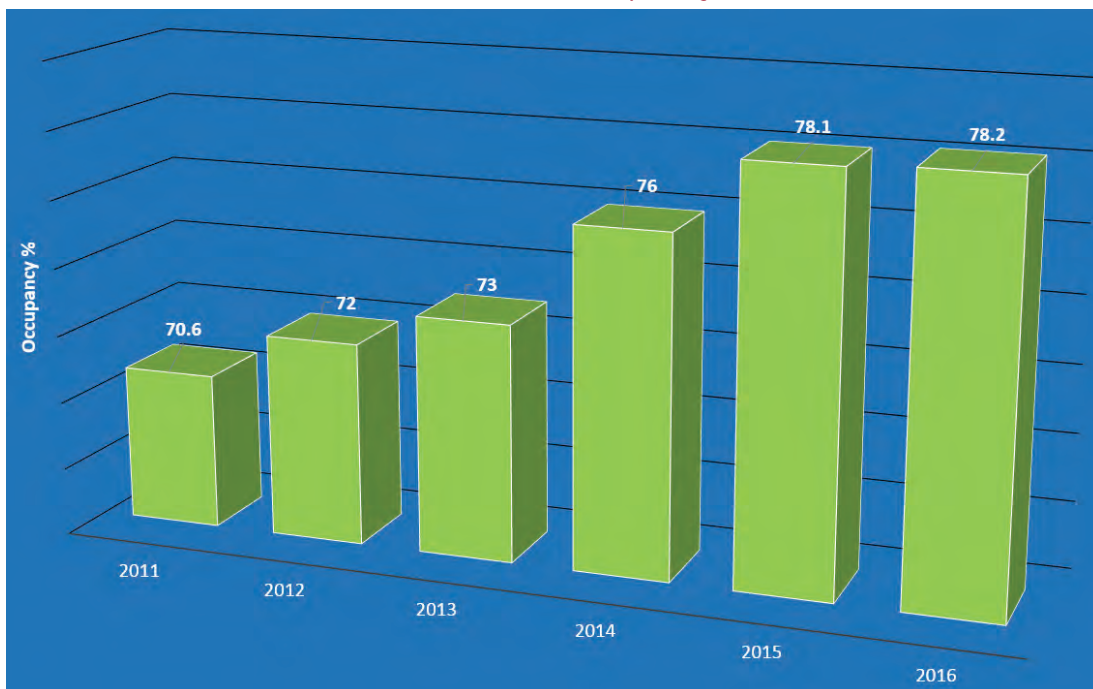


Source: Santa Barbara Municipal Airport

2. Lodging Occupancy Trends

Occupancy has grown significantly since 2011 increasing 7.6 percentage points.

Santa Barbara 2016 Occupancy Forecast

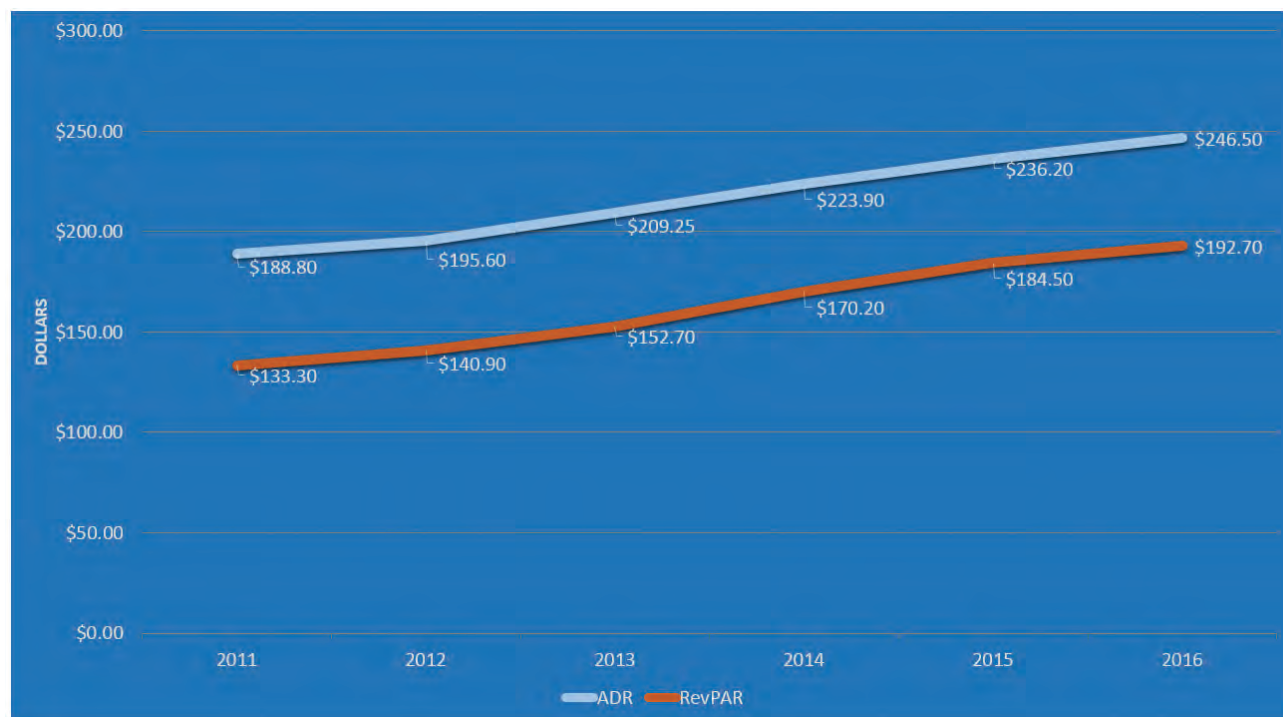


Source: Smith Travel Research

3. Average Daily Rate

Average daily rate has increased 31% since 2011 while RevPAR has increased 45% during the same time frame.

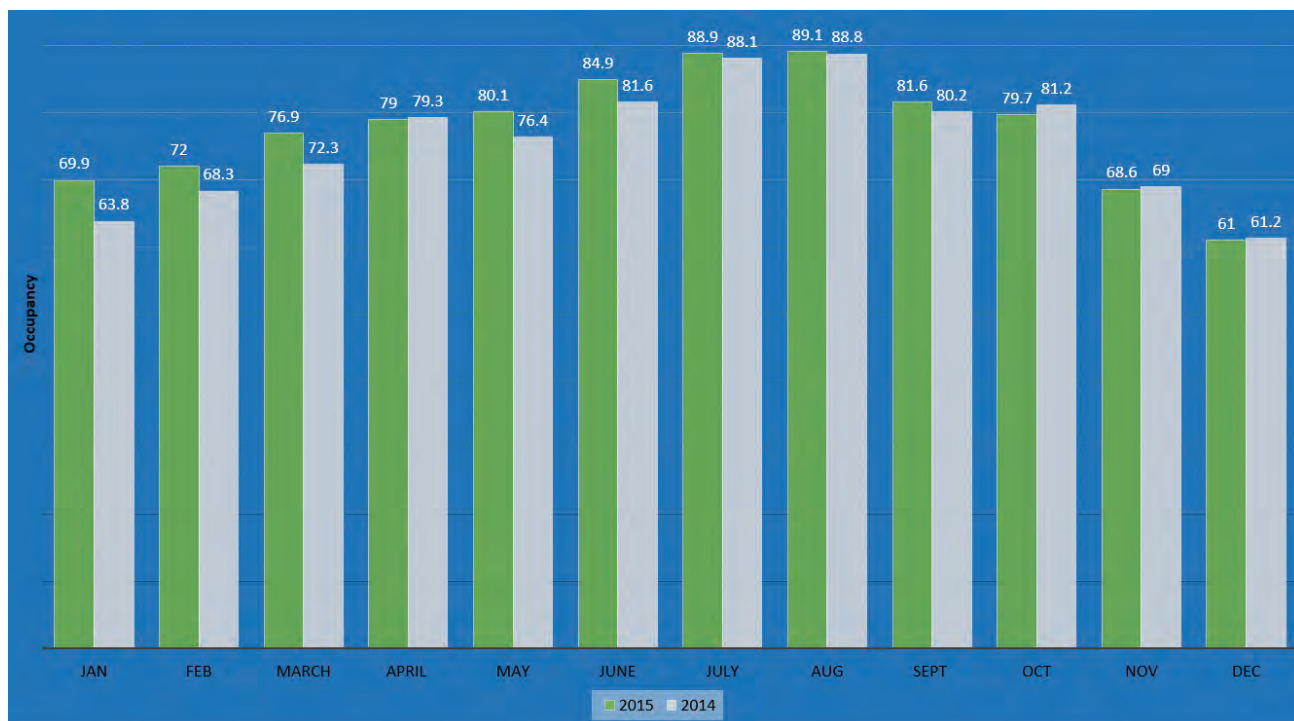
Santa Barbara 2016 Average Daily Rate (ADR) and RevPAR Forecast



Source: Smith Travel Research

4. Occupancy by Month

Continued areas of opportunity include November through March.



Source: Smith Travel Research

5. Competition

Overall Santa Barbara South Coast has performed well against its competitive set. Overall occupancy is up ten percentage points since 2010 while Average Daily Rate (ADR) is up 41% during the same time frame.

Santa Barbara vs. Competitive Set Lodging Performance 2010-2015

	2015 Occ.	2014 Occ.	2010 Occ.	2015-2014 Difference	2015-2010 Difference	2015 ADR	2014 ADR	2015-2014 Difference	2015-2014 % Change	2010 ADR	2015-2010 Difference	2015-2010 % Change
San Diego Area												
Carlsbad/ Oceanside	70.7	69.9	61.7	0.8	9.0	145.3	140.1	5.15	3.68%	114.90	30.35	26.4%
San Diego/ La Jolla	78.7	76.5	67.0	2.2	11.7	187.0	176.1	10.86	6.17%	147.32	39.64	26.9%
Dana Point	69.2	70.7	55.3	-1.5	13.9	272.0	266.5	5.48	2.06%	220.59	51.39	23.3%
City of San Diego	78.5	76.7	69.0	1.8	9.5	155.1	146.4	8.68	5.93%	125.92	29.13	23.1%
Los Angeles Area												
Santa Monica	83.5	84	79.0	-0.5	4.5	323.8	308.4	15.36	4.98%	228.78	94.98	41.5%
Orange County/Beach Area												
Laguna Beach	75.7	75.6	64.6	0.1	11.1	311.9	296.8	15.08	5.08%	229.99	81.87	35.6%
Huntington Beach	77.6	78.1	67.7	-0.5	9.9	181.3	174.6	6.66	3.81%	143.21	38.04	26.6%
Newport Beach	78.4	76.3	67.2	2.1	11.2	236.1	227.3	8.80	3.87%	165.10	71.04	43.0%
Destination Areas												
San Luis Obispo County	70.7	69.4	59.1	1.3	11.6	140.0	131.8	8.14	6.18%	111.08	28.87	26.0%
Monterey County	70.4	68	58.1	2.4	12.3	188.5	180.5	8.00	4.43%	157.85	30.65	19.4%
Sonoma County	75.9	74.4	59.2	1.5	16.7	149.9	139.1	10.83	7.79%	109.25	40.68	37.2%
Santa Barbara Area												
Santa Barbara South Coast	77.8	76.1	67.4	1.7	10.4	235.5	226.4	9.02	3.98%	166.45	69.01	41.5%

Source: Smith Travel Research

Note: The data used in this forecast may not exactly match data previously featured in this report.

Visit Santa Barbara Staff



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President & CEO



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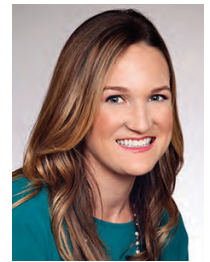
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